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Labor in the Changing World. By R. M. MACIVER. New York: E. P. Dutton & Co., 1919. Pp. 230. \$2.00.

This is an indictment of the present industrial system on the following charges: first, waste in the form of unemployment, labor turnover, antagonism, and strikes; second, the fact that labor is treated as a commodity rather than as a personality; third, the loss of interest of wage-earners in any part of the process of production since the introduction of machinery has taken away the craft requirements and skill. On the basis of this indictment, a plea is made for an industrial democracy that will make production the common interest of wage-earners and capitalists, that will mean a business management in which labor participates, that will make labor feel like a partner rather than a hireling, that will treat labor as personality and consequently make the welfare of those who produce the first interest. Such an industrial democracy would be in the form of industrial unionism, shop stewards, labor legislation, and a labor party. Apparently the purpose of the program is to bring labor and capital together so that they can understand each other rather than to offer a ready-made solution of the conflict between wages and profits. The book is a very satisfactory popular presentation of a thesis which is not new but deserves a great deal of attention.

E. H. SUTHERLAND

UNIVERSITY OF ILLINOIS

The Problems of Labor. By DANIEL BLOOMFIELD. New York: The H. W. Wilson Co., 1920. Pp. xxi+436. \$1.80.

The nature of this work is clearly stated in the introductory note: "The aim of this volume is to present a useful and well-organized body of material dealing with the principal topics in what we have commonly learned to style the labor problem." The material is selected from current publications of a popular or semipopular nature. By virtue of a wide selection of readings, varied and even extreme points of view are presented. This is one of the commendable points in the volume inasmuch as these points of view, whether correct or false, are conditions with which the student of labor must reckon. The selection and organization of these articles is made from the point of view of the personnel administrator. It is the purpose of the volume to provide a basis of information for the practical administrator of personnel relations. The selections are grouped about the following general topics: causes of friction and unrest, cost of living, methods of compensation, tenure of

employment, trade unionism, labor disputes and adjustment, limitation of output, industrial insurance, housing, methods of promoting industrial peace, occupational hygiene, women in industry.

This should prove a convenient handbook to all persons interested in matters of personnel administration.

R. W. STONE

GOUCHER COLLEGE

The Turnover of Factory Labor. By SUMNER H. SLICHTER. With an Introduction by John R. Commons. New York: D. Appleton & Co., 1919. Pp. xiv+460. \$3.00.

The study of labor turnover is probably the most important development that has been made during the present generation in the field of labor problems. Dr. Slichter has produced the first comprehensive book on this subject. He has rendered a distinct service by collecting the scattered materials, adding to them the results of his own extensive investigations, and making an unusually keen analysis of the whole thing.

The study is made from the point of view of scientific management and is distinctly limited to that. The author explicitly avoids the question of unemployment in its relation to labor turnover, as well as the broad social policies, such as home ownership, which might have a relation to labor turnover. He limits his study to the factory. His question is, How can the rapid shifting of the labor force be reduced? His answer is, By scientific management in handling labor. By this answer he means that the relations between employers and employees must be put on a scientific basis. An employment department must be organized, wages must be based on merit, etc. Perhaps the most important point he makes in this connection is his emphasis on the necessity of considering the broader interests of labor. But no provision is made in this scheme for collective bargaining or any representation of labor in the determination of wages or promotion.

The study of the causes of labor turnover is made from the same point of view. This is the least satisfactory part of the book. The information was secured by asking men why they resigned, or by taking the reasons given by bosses and superintendents at the time of discharge. The author recognizes that this is but an approximation to the truth. But even if the employees or the bosses try to answer truthfully it is doubtful if they could give the information that is needed. There must be a careful "case study" before the causes of labor turnover are understood, and no superficial explanation in terms of more or less